

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PEACE, LEADERSHIP AND CONFLICT TRANSFORMATION – PLC1101

FINAL EXAMINATION – DECEMBER 2013

TIME ALLOWED: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question **ONE** and any **THREE** questions from **Section B**.

INFORMATION TO CANDIDATES

- (i) Questions in Section B carry **20** marks each.
- (ii) Questions may be answered in any order.
- (iii) As much as possible, use relevant examples.
- (iv) This paper contains **Seven** questions.

SECTION A

QUESTION 1 (Compulsory)

Study the conflict scenario below and answer the questions that follow.

Econet-Telecel standoff escalates

A mobile phone war has erupted after Econet Wireless disconnected Telecel Zimbabwe from its network claiming the operator is not registered. Accusations and counter accusations are being traded between the two telecommunications operators leaving subscribers short-changed as they cannot be interconnected. Telecel subscribers have been facing difficulties in connecting to the Econet network since the 14th of July with the number of calls going through falling from over 90 percent to 37 percent. Telecel Zimbabwe says the deterioration of service delivery is well outside the expected mobile service level parameters and is accusing Econet Wireless.

Zimbabwe's largest mobile phone operator by subscription Econet Wireless Zimbabwe has hit back at rival Telecel Zimbabwe, saying it is not obliged to deal with unlicensed operators. Econet is the country's largest mobile telecoms operator with over 8 million subscribers while Telecel is number two with a total of over 2 million subscribers. This

follows a complaint by Telecel to the Postal and Telecommunications Regulatory Authority that its subscribers were not able to connect to Econet users. Telecel alleges that the problem started last week after it launched a 50% tariff reduction promotion across all networks. Last month, Potraz launched an investigation into Econet Wireless Zimbabwe after Telecel Zimbabwe complained about alleged unfair business practices by its rival. The findings are yet to be made public. In a statement released yesterday, Econet said the company's recently acquired 20-year licence requires (Clause 5.2.2) the mobile phone operator to interconnect only with licenced operators. "Econet Wireless does not have any legal or moral obligation to interconnect with an unlicensed operator. In fact, we have a duty to disconnect such an operator," a spokesperson from Econet said. "Econet Wireless has fully met the terms of its new licence, which terms include hugely burdensome financial obligations.

In contrast, Telecel has not been subjected to any such financial obligations. With no such burden upon it, Telecel has been free to deliberately engage in trading practices that have distorted the playing field." The developments come at a time when representatives from Orascom, Telecel's parent company, were recently in the country to negotiate renewal of the company's operating licence. Following the dispute in which Econet disconnected Telecel from its network government has engaged the two operators separately to find an amicable solution.

The Permanent Secretary in the Ministry of Transport, Communication and Infrastructural Development, Mr Munesu Munodawafa said the issue is fairly legal but both parties are eager to resolve it. He said: "As things stand we are dealing with them but we do so with POTRAZ, we are kept in the loop."

Adapted from Newsday, July 26, 2013.

Required

- (a) Identify the level of conflict in this case. Give reasons for your answer. **[3 Marks]**
- (b) Identify the peak stage of this conflict. Justify your answer. **[3 Marks]**
- (c) Categorise the actors in this conflict. **[5 Marks]**
- (d) Explain the causes of this conflict. **[5 Marks]**
- (e) Use the following conflict analysis tools to graphically represent the scenario outlined above:
 - (i) Conflict Mapping. **[12 Marks]**
 - (ii) Conflict Tree. **[12 marks]**

SECTION B

QUESTION 2

With the aid of a diagram, explain the stages of a conflict. **[20 Marks]**

QUESTION 3

Explain the following terms in relation to Conflict Analysis:

(a) Actors; **[5 Marks]**

(b) Causes; **[5 Marks]**

(c) Profile; **[5 Marks]**

(d) Dynamics. **[5 Marks]**

QUESTION 4

“Violence is a situation in which the qualitative and quantitative life expectancy of an individual is intentionally reduced” (Reychler, 2000:49). With the aid of relevant examples, discuss the **four** main ways in which violence can be perpetrated.

[20 Marks]

QUESTION 5

How useful is Albert Bandura’s Social Learning Theory in explaining modern day conflicts. **[20 Marks]**

QUESTION 6

(a) What is a resource based conflict? **[5 marks]**

(b) Using examples, discuss the view that both the scarcity and abundance of resources leads to protracted conflicts. **[15 Marks]**

QUESTION 7

Examine how the following points cause organisational conflict:

- (a) Managerial expectations; [4 Marks]
- (b) Communication breakdown; [4 Marks]
- (c) Corruption; [4 Marks]
- (d) Marginalisation or segregation; [4 Marks]
- (e) Limited resources. [4 Marks]

END OF EXAMINATION